

CROATIA NGO DEVELOPMENT PROGRAM

Final Report

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ACADEMY FOR EDUCATIONAL DEVELOPMENT

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able of CONTENTS

Acronyms and Abbreviations	5
Acknowledgements	7
Introduction	9
Overview: Croatia NGO Development Program	13
USAID Objective for the Program	13
Program Accomplishments	14
Program Components	15
Legacy I: Local NGO training capacity created and recognized as a valuable resource by the NGO sector and outside funders	17
Legacy Overview and Results	17
Creation of Capacity: ToT Program Institutionalization of Capacity	18
New Associations and Materials	19
Creating and Satisfying Demand for Local Training	20
Challenges Encountered	21
A Viable Future	22
Legacy II: NGOs strengthened, professionalized, and successful in diversifying funding sources	23
Legacy Overview and Results	23
NGOs Strengthened	24
NGOs Professionalized	28
Strengthening and Professionalizing Smaller NGOs	29
Diversifying and Leveraging Funding	29
Challenges Encountered	30
Off and Running	30
Legacy III: National NGO support network established	31
Legacy Overview and Results	31
Support to NGOs around the Country	32
The Program Ends, the Work Goes On: ODRAZ	33
Challenges Encountered	34
The Network Thrives	34

Legacy IV: Collaboration strengthened among government, NGOs, and donors	35
Legacy Overview and Results	35
Donors: International, Public, Private	36
A Government Advocate for NGOs: UzU	37
Challenges Encountered	37
Further Relationships	37
Lessons Learned	39
Training	39
Grants	40
Next Steps	40
Attachments	
Attachment A: ToT Curriculum	43
Attachment B: List of Grantees	46
Attachment C: List of ToT	50
Attachment D: Final Quarter Training	52
Attachment E: Cofunding Chart	55

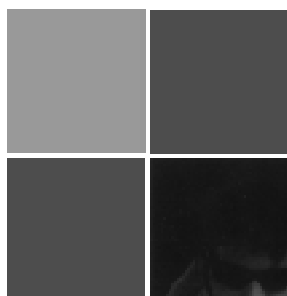
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CRONYMS AND ABBREVIATIONS

AED	Academy for Educational Development
APHRB	Association for Peace and Human Rights-Baranja
B.a.B.e.	Be active, Be emancipated
CERANEO	Center for Development of Non-Profit Organizations
CEE	Central Eastern Europe
CES	Charities Evaluation Services
CIMA	Center for Youth Initiatives
CSDF	Civil Society Development Foundation
DFID	Department for International Development (UK)
EOS	Education for Organizations in the Non-Profit Sector
HSUTI	Croatian Union of Associations for the Disabled
IRC	International Red Cross
IQC	Indefinite Quantity Contract
NGO	Non-governmental Organization
NIT	Non-Profits' Information and Training Center
ODRAZ	Sustaining Community Development
OSI	Open Society Institute
RFA	Request for Application
SMART	Association for Civil Society Development
SO	Strategic Objective
TA	Technical Assistance
TEHPO	Technical Help for NGOs
ToT	Training of Trainers
TTA	Technical and Training Assistance
UNHCR	United Nations High Commissioner on Refugees
USAID	United States Agency for International Development
UzU	Office for Cooperation with NGOs

Acknowledgements

AED would like to express our special appreciation to the entire Croatia NGO Development field staff for their determination, creativity, and sense of humor during the many hours spent over the years, and above all, for their dedication to the Croatian NGO community. It is because of the effort and enthusiasm of the local staff that this Program accomplished more than was originally planned. They ensured that the project responded to local needs and was indeed a success. It is our hope that the work of this Project will continue through the future success of ODRAZ, which is composed of the former AED Croatian staff.



Environmental hotline poster.

We would like to thank USAID/Zagreb, and particularly Ms. Slavica Radosevic and Ms. Lisa Petter, for their support and encouragement throughout the Project.

We would also like to thank the Grant Selection Committee members for their vital input at critical moments of the project's implementation.

A note of thanks should be given to our NGO Development partners: the Civil Society Development Foundation (CSDF) from Poland, Center for Development of Non-Profit Organizations (CERANEO), Education for Organizations in the Non-Profit Sector (EOS), Association for Civil Society Development (SMART), Non-Profits' Information and Training Center (NIT), Centar za Mir Osijek, and Charities Evaluation Services (CES) for providing their expertise and skills through technical assistance and training.

And special appreciation must also go to the 16 trainers who participated in the Training of Trainers (ToT) program and the 13 NGOs

that participated in the grants program and managed to fulfill its rigorous expectations successfully.

The institutionalization of some of the results of this program would simply not have been possible without the enlightened support of other donors who were ready to provide support when it was needed, especially the Charles Stewart Mott Foundation and the Croatian Office for Associations.

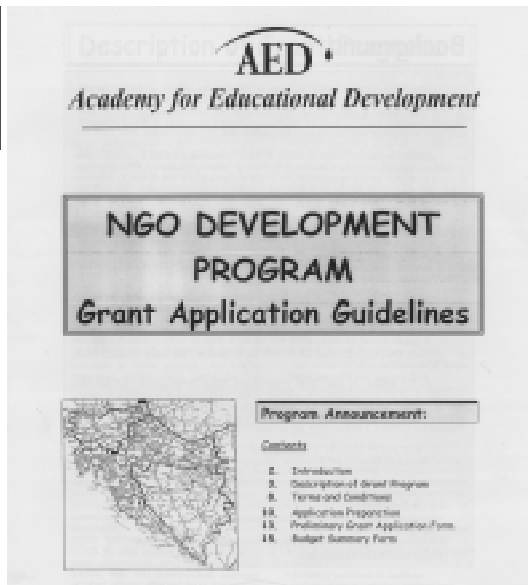
And last but not least, our sincere thanks and appreciation to the authors of this final report –Maurice Cronly, Lidija Pavic, Hrvoje Caric, Ivana Laginja, Paula Tarnapol, Michael Kott, and Andrea Usiak.

INTRODUCTION

Non-governmental organizations (NGOs) play a central role in a democratic society. From improving environmental conditions to getting out the vote to advocating for changes in the legal system, organizations of concerned citizens can make their views known to their elected leaders and effect change. They can harness the talents and energies of volunteers, work with local officials, and interest the media in publicizing their concerns. But to have this kind of impact, they need skills in advocacy, management, coalition building, and other areas.

In 1998, when the Croatia NGO Development Program began, the NGO landscape in Croatia was discouraging, and the contributions the NGO sector could make to improve the lives of the people curtailed. There was a dearth of NGO management skills, an inability of NGOs to cooperate with one another, and little sense of volunteerism. NGOs were unable to recruit young people, tap into financial support, or mount lobbying and advocacy efforts. There were few professional NGO trainers or intermediary organizations that could provide support to other NGOs to acquire or strengthen these needed skills. The priorities of foreign donors had created a distortion in NGO development by giving support to NGOs in particular fields, e.g., psycho social, some human rights and humanitarian groups while neglecting others, such as groups concerned about the environment, the disabled, and rural development. It was difficult for NGOs outside

of Zagreb, or those not working on human rights or humanitarian projects, to get any help to build their capacity.



Our grant guidelines sought to be transparent and user friendly.

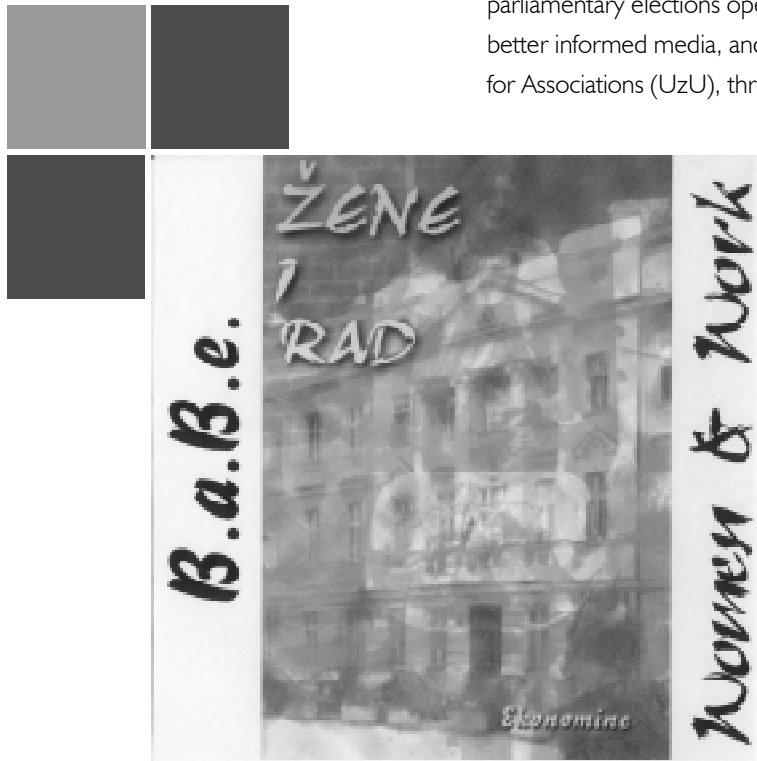
Three years later, the landscape has been transformed. New and stronger NGOs are engaged with local and national government and having an impact on laws and regulations. New training resources and support associations are now in place.

The political changes that have taken place in Croatia over the last three years have caused much of this transformation to occur. Presidential and parliamentary elections opened the way for more dialogue, a friendlier and better informed media, and, perhaps most important, a Government Office for Associations (UzU), through which the state is providing about \$3.5

million annually to NGOs. Contributing, too, has been the U.S. Agency for International Development (USAID) through programs such as the Croatia NGO Development Program implemented by the Academy for Educational Development (AED) and its partners.

USAID's Croatia NGO Development Program helped to fulfill its strategic objective that Croatia would achieve increased, better-informed citizen participation in the political process. Because of the key role the non-governmental sector plays in democratic society, the Program helped to achieve this objective by working with NGOs to improve their financial, organizational, advocacy, and outreach capacity. As their capacity has strengthened, NGOs have become more active, and

anecdotal evidence indicates that the public image of the NGO sector has improved. For example, young people from the island of Hvar organized an Internet club, with equipment purchased from an OSI grant. The local authorities permitted the club to use some space in their building, and during the tourist season people would pay to use the services provided by the Internet club. The President of Croatia has even stopped by to pay them a visit. In a second example, HSUTI worked to publicize awareness of physical disabilities by inviting the Interior Minister to sit in a wheelchair and acknowledging the International Day of Invalids. With the help of AED's grant, HSUTI was able to gather journalists and politicians to draw attention to disabilities and promote legislation beneficial to people with disabilities.



B.a.B.e.'s CD explaining women's rights at the work place.

By the end of USAID's Croatia NGO Development Program, NGOs were making a significant impact on the reconstruction of Croatia. More work remains. As Croatia stabilizes after many years of upheaval, NGOs must still increase their visibility, locate additional funding, and become more effective advocates of their respective causes. While these are significant challenges, it is clear that the sector is prepared and motivated to take them on.

This report first presents an overview of the Croatia NGO Development Program and then highlights four legacies that the Program left as it ended on September 30, 2001:

- Local NGO training capacity created and recognized as a valuable resource by the NGO sector and outside funders.
- NGOs strengthened, professionalized, and were successful in diversifying funding resources.
- National NGO support network established.
- Collaboration strengthened among the government, NGOs, and donors.

The report then brings together the lessons learned about NGO development and highlights some areas that would benefit from further attention in the years ahead.

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VERVIEW: CROATIA NGO DEVELOPMENT PROGRAM

The Croatia NGO Development Program began on July 1, 1998, and ended on September 30, 2001, with approximately \$2.8 million in funding. Its objective was "to foster the development and advocacy capacity of an active third sector of non-governmental organizations in order for citizens to participate more actively and effectively in Croatian political and economic life." Six sectors in which NGOs work were identified as priorities: human rights/democratization, environmental protection, women's issues, business/economic development, and social welfare/reconciliation and NGO Support Centers.

USAID Objective for the Program

The Program was designed to help fulfill USAID's Strategic Objective (SO) of "increased, better informed citizen participation in the political process." To meet this SO, USAID identified the following intermediate results:

3.1 Increased capacity of NGOs

- 3.1.1 Improved advocacy by NGOs
- 3.1.2 Improved image/public perception of NGOs
- 3.1.3 Improved financial management and diversified funding sources of NGOs
- 3.1.4 Improved organizational capacity of NGOs

The Croatia NGO Development Program set the following activity results to help achieve USAID's SO and intermediate results:

- Increased financial, organizational, advocacy, and outreach capacity and improved public image of Croatian NGOs;
- Eight to 15 financially sustainable NGOs able to cooperate with local government and to conduct public advocacy programs; and



Eko-Centar's environmental billboard on the eco-trail on the island of Cres.

- Establishment of a corps of Croatian trainers and a network of Croatian NGO support organizations with the capacity to deliver training and technical assistance.

PROGRAM ACCOMPLISHMENTS

The Program increased capacity of the Croatian NGO sector by focusing on the infrastructure that will support it in the years to come.

Training capacity. The Program's training and technical assistance created a cohort of Croatians who now conduct training for their NGO colleagues in such areas as effective advocacy, strategic planning, and fundraising. These new trainers created three training organizations that have successfully won business from many public and private sources and are capable of training hundreds of NGOs, small and large.

Croatian-language resource materials. The Program developed an extensive base of resources that remains in wide circulation. The first Croatian-language handbook on NGO management was developed and widely disseminated in print and electronic versions—many NGOs, particularly those without foreign language capabilities, never had access to this type of information before. Other resources that have filled in some important gaps include a registry of trainers, database of donor-funded NGO projects in Croatia, guide for NGOs to work with local government, and a publication about philanthropy in Central and Eastern Europe.

Grants. The Program awarded 13 grants selected through a highly competitive process to fund NGOs that undertook projects that increased volunteerism, cooperation with other NGOs and government, and made other lasting contributions to their ongoing viability. The grantees succeeded in leveraging their USAID funding to receive financial and in-kind assistance from other sources, including the government, other donors, and the private sector. Forty-two small NGOs and NGO networks also benefited from the Program through a program in which they identified and then received training in the areas of NGO capacity they found most critical to fulfilling their missions. The majority of them have since received new funding from the national government.

Support centers. Three of the 13 grants went to establish regional NGO support centers, which now provide networking, technical support, and other assistance to NGOs, many of which operated in isolation from each other and were unaware of best practices in the sector.

In short, by focusing on support infrastructure, the Program has ensured extensive NGO outreach, greater chances of sustainability, and increased



Volunteers in Osijek relax after finishing a clean-up job.

opportunities for funding in the future. While the NGO sector still struggles with the daily challenges inherent to all non-profits, it is healthy, sustainable, and working actively toward the social and economic development of the country.

PROGRAM COMPONENTS

To implement the Program, AED established an office in Zagreb consisting of a Chief of Party and five Croatian staff: three program staff, a financial manager, and an administrative assistant. As part of the Program's exit strategy, the Croatian staff were supported in their effort to turn operations into an autonomous, locally controlled organization. As detailed later in this report, this proved successful, and ODRAZ was launched in 2000. Program activities consisted of the following.

Training and Technical Assistance (TTA)

This component consisted of three major elements:

1. ToT, which led to the formation of three new training organizations;
2. Training provided to the NGO grant recipients; and
3. *Tehnicka Pomoc za NVOe* (Technical Help for NGOs), or TEHPO, a training and TA award program.

The ToT program developed local capacity to carry out ongoing training and created the first-ever Croatian-language handbook on NGO management. An East-East training model was used in the ToT, in which Poland's Civil Society Development Foundation (CSDF) helped design and conduct the training for its Croatian colleagues. Seventeen Croatians were selected out of 123 applicants to participate through an open and highly competitive process. Since the six-month training program, they have developed and conducted training in volunteer and paid capacities and formed three training NGOs that have provided training services for a range of clients. Overall, over 2,500 individuals received training.

The grant recipients assessed their training and technical assistance needs with the help of the AED/ODRAZ Training Manager and drew up training plans and learned to ensure quality control and management in contracting for training. A \$5,000 training component was added to each grant to ensure that NGO staff had the skills needed to carry out the project for which it had received a grant. They participated in training in such critical areas as proposal writing, advocacy, coalition-building, community organizing, and organizational development.

NGOs and NGO networks were eligible for training and technical assistance through the TEHPO program. This program was designed to channel training and training assistance (TA) to smaller NGOs and informal

networks of NGOs that were not qualified for support through the grants program. Forty-two awards were made through this program to small NGOs and NGO networks, with an average award of \$2,900. Four organizations were selected through a competitive procurement process to provide the training. These organizations gained experience in developing training plans in conjunction with their clients, monitoring and evaluating their training, and developing pricing policies.

Grants

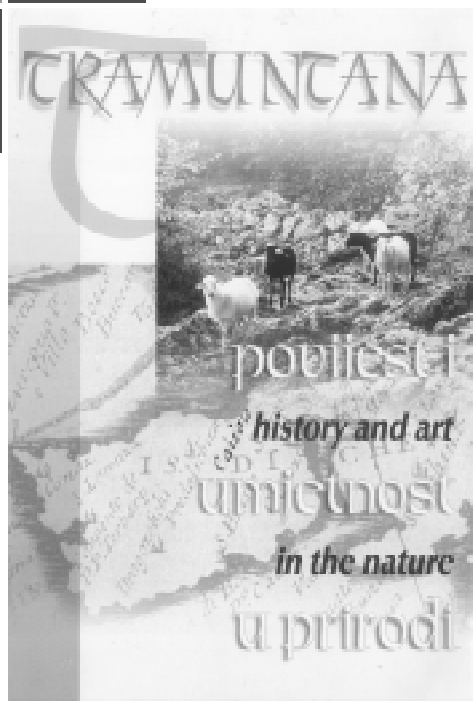
The Program awarded a total of \$750,000 in 13 grants involving 35 NGOs, which undertook successful activities to benefit women, ethnic minorities, people with disabilities, the environment, and other causes. Three of the 13 grants helped launch NGO support centers in Osijek, Rijeka, and Split that now provide NGOs in their areas with ongoing training, networking, assistance with volunteers, and other opportunities. To compete for the grants, NGOs were required to use a rigorous, two-stage, results-focused application process. Project staff helped the applicants in the second stage of the application process to develop their final proposals, resulting in a detailed activity and results framework for each grantee, which facilitated their project management and reporting.

Collaboration with Donors, Government, and Private Sector

Working in cooperation with Croatian and international organizations, the Program created a database of donor-funded projects, convened NGOs and donors in a number of information-sharing meetings, and, in particular, worked to strengthen the Ured za udruge (Office for Cooperation with NGOs, or UzU). This government department has since played a pivotal role in supporting NGOs with financial and technical assistance and in advocating with national and local government officials about the benefits of working with NGOs.

The Program also drew on the potential of increasing private sector support of NGOs. In 1998-99, the Program undertook a study that looked at public and private financial support for NGOs in Rijeka, an area known as being positively inclined toward non-profit organizations. In addition, the Program acquired computer equipment from SIEMENS PSE for the ToT program.

The program was extraordinarily successful in leveraging funds. Approximately 55% of grant project funds were contributed by other donors.



A grantee's booklet describing the environmental and artistic heritage of the island of Cres.

Co-Funding

Total Grant Amount Disbursed:	\$751,708
Co-Funding in Dollars:	\$434,678
Co-Funding Percentage:	57%

LEGACY I: LOCAL NGO TRAINING CAPACITY CREATED AND RECOGNIZED AS A VALUABLE RESOURCE BY THE NGO SECTOR AND OUTSIDE FUNDERS

LEGACY OVERVIEW AND RESULTS

Through the Croatia NGO Development Program, a cadre of Croatian trainers participated in a six-month ToT curriculum. They are now training NGOs throughout the country in five areas: (1) Institutional strengthening and financial sustainability; (2) Media relations/increased social acceptance; (3) Effective advocacy; (4) Coalition building; and (5) NGO and project management. They have formed three new training organizations that both cooperate and compete to provide training services at fair market prices.

The Program's accomplishments related to local training capacity include the following:

- An East-East training model involving the Polish NGO, the Civil Society Development Foundation, successfully provided training to its Croatian counterparts.
- All 17 participants, determined through an open and highly competitive process that chose only about one out of seven applicants, completed the six-month training and gained new skills in participatory training methodologies and NGO management.
- The participants created three new training organizations and now offer training services that draw on adult learning principles to actively engage learners.
- A database that contains information about these and other training resources within the country was created and widely disseminated.
- The first-ever comprehensive, Croatian-language handbook on NGO management, *NVO Priručnik*, was developed and made available in both print and electronic versions.
- Between the training conducted through the Program and the training sessions the new organizations have carried out on their own, more than 50 NGOs have learned new skills that will allow them to increase

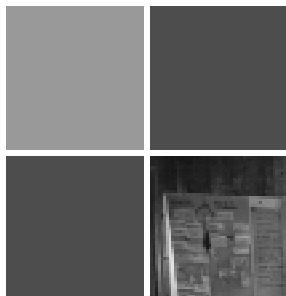


The program published the first Croatian-language handbook on NGO Management.

their funding, improve their effectiveness, and govern themselves in a transparent and accountable manner.

CREATION of CAPACITY: ToT PROGRAM

In November 1998, the Program signed a subcontract with the Civil Society Development Foundation (CSDF) of Poland to design and conduct an intensive six-month ToT program. This East-East training model not only provided high-quality, cost-effective training, but Croatians also welcomed their Polish colleagues whom they said shared similar challenges in their country.



An NGO training workshop at the Peace Center in Osijek.

Selection for the ToT program was highly competitive. Information was widely publicized throughout the country, and 123 people applied. Of the 85 interviewed, 19 were selected after a three-day retreat during which the candidates participated in team-building activities and made presentations. A committee selected candidates based on their training potential, flexibility, listening skills, and strong communication and other interpersonal skills. Retreat participants also assessed and evaluated themselves, which was considered as well during the selection process. Successful candidates had different levels of NGO experience, but all had a commitment to training others and an understanding of how NGOs can

contribute to social change.

Of the 19 selected, 17 participated, and all completed the course successfully. Ten received stipends to cover subsistence costs while in Zagreb for the training: four from Program funds and six from USAID's Office of Transition Initiatives.

The curriculum covered all aspects of NGO management and built on adult learning principles. The trainees worked in small groups and pairs and were actively involved throughout the course. In addition to relevant content for Croatian NGOs, the curriculum taught and modeled effective training methodologies. Overlapping pairs of CSDF trainers delivered the sessions in three monthly blocks, supplemented by Croatian and other specialists with information on Croatia's legal and fiscal framework and on projects in Croatia. The training ran from January through July 1999, with a final celebration attended by USAID/Zagreb Mission Director Charles Aanenson.

During the months between the classroom sessions, AED facilitated practical experience. The trainees conducted needs assessments in Zagreb, Pula, Osijek, Rijeka, and Split and began to develop their own training capacity by conducting training with student associations and other groups.

They networked with other NGOs and began the work of capturing some of the CSDF materials in Croatian.

The ToT participants signed a simple contract in which they agreed to provide five unpaid training days to others once their training was completed. They also agreed to support individual NGOs and to participate in the recess activities described above.

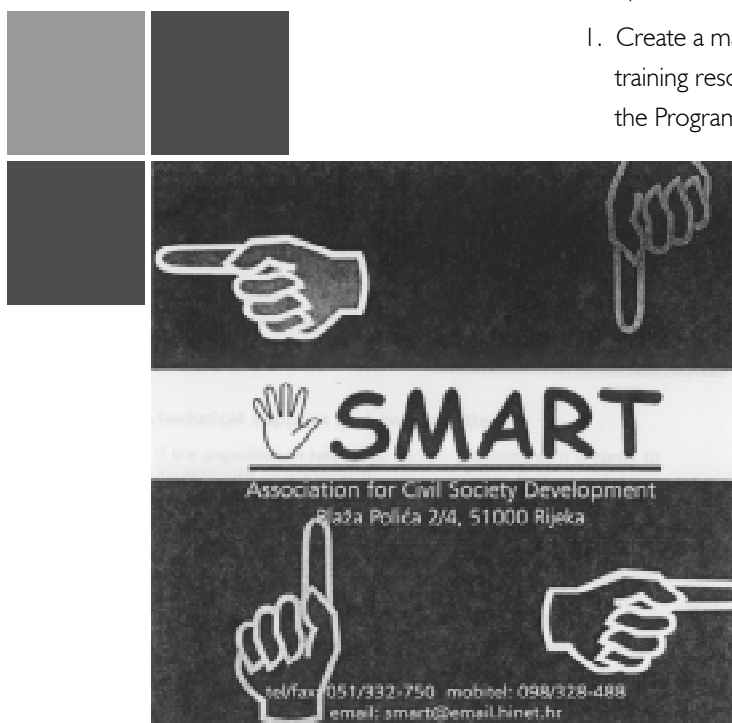
INSTITUTIONALIZATION of Capacity: NEW ASSOCIATIONS AND MATERIALS

From the outset, a priority of the Croatia NGO Development Program was to ensure that once trained, the Croatian trainers would be the core of an "institutionalization" of training resources. This strategy had three main components:

1. Create a market for Croatian trainers. Sustainable institutionalization of training resources depends on a real market for these services. Thus, the Program's grant component earmarked \$5,000 per grant for training, small NGOs were eligible for training through TEHPO, and other donors were informed about and encouraged to purchase these newly developed training services. This jump-started demand; the positive response received from the start helped maintain and, indeed, caused the market to grow.
2. Encourage ToT participants to develop their own ideas of how to continue to use their new skills, including the formation of new training-oriented NGOs.
3. Assist the emerging initiatives in proposal writing, promotion, and more general technical assistance and moral support. The Program also provided several short consultancy agreements targeted to assist trainers with their institutional development.

By July 2000, the ToT participants had organized three new training NGOs. EOS (in English, Education for Organizations in the Nonprofit Sector) is based in

Zagreb and involves eight ToT members. SMART (in English, Association for Civil Society Development) is based in Rijeka and involves four of the ToT group. An additional four were affiliated with a new training department of an existing NGO, CERANEO, although they subsequently formed a new organization, NIT (in English, Non-Profits' Information and Training Center). (The last participant of the 17 was AED's Training Manager.)



Smart was formed as a result of our ToT program and continues to provide training in Croatia and other countries in the region.

In addition to this cadre of trainers, others throughout the NGO sector have training or other experience that would benefit their colleagues. To capture this expertise for the first time, the Program built a Register of Trainers, a database of about 100 people, and shared it with the new organizations and others. It is available online at the ODRAZ Web site: www.odraz.hr.

Another important aspect of institutionalizing training capacity was the creation of Croatian-language materials about NGO management. Building on the work of the ToT group, which began to capture what its members learned from CSDF, the Program developed a handbook, called *Priručnik: Kuharice sa NVOe* (Handbook: Recipes for NGO Management).

The handbook gives clear and simple management guidance for NGOs in Croatia that had never had access to this information in their own language—for many activists, who do not speak English or other foreign languages, this meant no access at all to written resources about how to manage their organizations. Through partnerships with other NGOs, and through the NGO Support Centers, the entire printing of 1,000 copies was disseminated; it can now be downloaded on the ODRAZ Web site at www.hinet.hr/odraz/about_us/info_download.htm.

Summary of Training Provided

Trainers:	
Center for Civic Initiatives	EOS
CERANEO	NIT
CESI	SMART
Center for Peace, Osijek	CroTech
Organizations Trained:	63
Participants	1,485
Training Hours Delivered	1,643

CREATING AND SATISFYING DEMAND FOR LOCAL TRAINING

To launch the handbook and the new organizations, AED held a major promotion in December 1999, attended by 90 members of the donor and NGO community and timed to coincide with an NGO Forum. The new training resources were presented effectively, so much so that two requests for work were generated on the spot. Less than a year after the beginning of the ToT, the Program saw concrete signs of a market that others would support.

This launch ended the ToT phase of the Croatia NGO Development Program. Although the trainers began to offer services on their own, the Program still provided ongoing TA and support, such as:

- Training in how to develop and implement contracting and quality control systems. (Quality control forms and procedures for effective contracting for training services are now available on the ODRAZ Web site at www.odraz.hr.)
- Practical experience through unpaid assignments to which they had agreed as part of their ToT contract, as well as more rigorous and demanding paid assignments through the Grant Program.
- Coordination meetings that involved the new training organizations and other training providers. Held every six weeks, the meetings were used to discuss training approaches, allocate assignments under TEHPO, and

pool feedback. Additionally, Program staff held individual meetings with the trainers.

A series of four workshops on NGO and Local Authority Cooperation, which AED designed for and was paid by UzU, was a watershed event for the new training organizations. Fifty local officials and 80 NGO members received training from EOS, SMART, and CERANEO. Thus, these new organizations received income and began a continuing relationship with UzU. They established a market rate for their services and satisfied an important client.

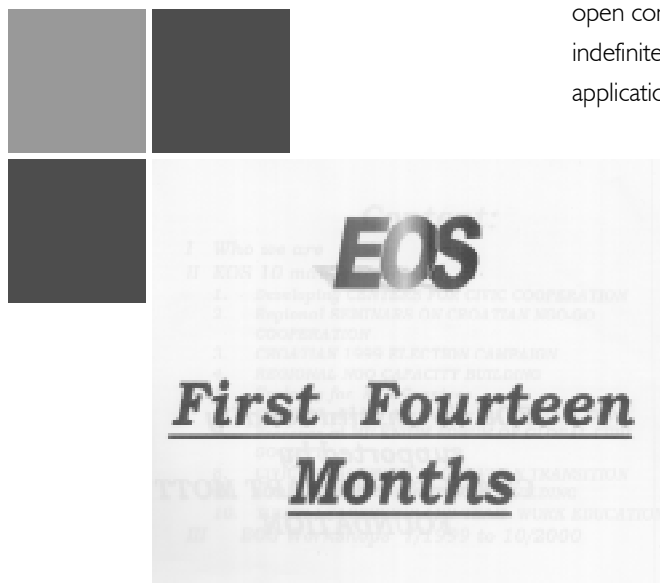
As the ToT program came to an end, the trainers and AED staff developed the concept behind TEHPO to provide a more inclusive mechanism for training a variety of Croatian NGOs. By fall of 1999, the details for its operation were agreed upon with USAID. These included an open competition to select training provider organizations, development of indefinite quantity contracts (IQCs) with the winning firms, quick and easy application forms, and a rapid selection process. As with the training grants to the larger NGOs, procedures were designed to secure quality and preserve the interest of the beneficiaries through preliminary needs assessment and training specifications for them to sign off on, and evaluation and reports forms signed on completion but before any payments were made.

Four training organizations were selected through a competitive process to serve as TEHPO training providers, EOS, CERANEO, CESI, and the Center for Peace in Osijek. The bidding process required them to formulate prices for trainers with different experience levels, which included allowance for their own overheads and added value, so providers could start developing pricing policies and confront some of the commercial realities of training provision.

Training through the major grants program also proved to be a win-win situation. The new organizations competed with other trainers to offer services, so they got practice in marketing, pricing, and other aspects of obtaining new business. The successful providers, of course, built their repertoire of skills and experience. Meanwhile, on the receiving end, NGOs learned how to develop training specifications, choose among bidders, and make sure they received the services they requested.

CHALLENGES ENCOUNTERED

Although the ToT course encouraged the formation of new training organizations, the Program was not set up to offer these new groups any direct financial support. (The Grant Program was set up for established and

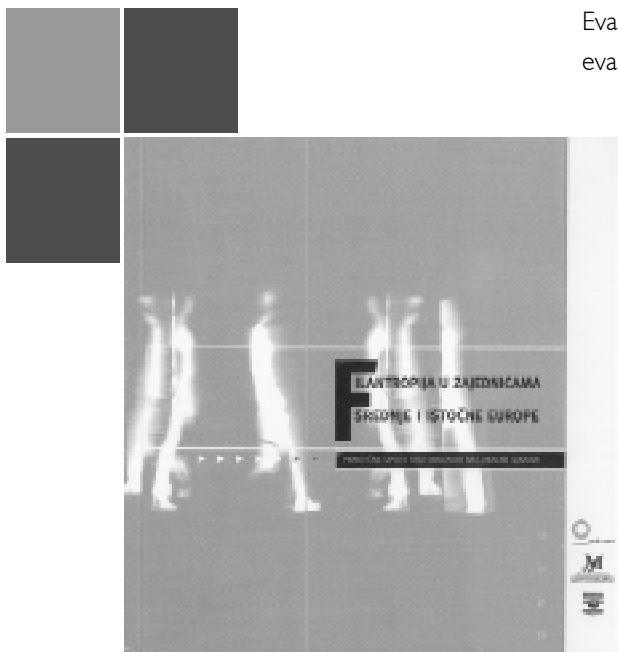


EOS's - one of the training organizations staffed by the graduates of our ToT Program - first annual report.

larger NGOs that could meet USAID's prerequisite responsibility determination.) Understandably, the trainers were hesitant to take such a big step. However, the Program could allay their fears when it provided significant networking and contacts, technical assistance, and requests for their services. In the long run, the fact that the organizations had to go out into the market to survive has strengthened them.

To evaluate the impact and effectiveness of the TEHPO training and training for grantees, an evaluation was commissioned from Charities Evaluation Services (CES), a UK NGO with experience in training and evaluation in transitional countries. Between March and April 2001, the evaluation team conducted 61 interviews, including training providers, UzU, other donors, ToT participants, and 21 beneficiary organizations.

The report was designed to help the new training organizations improve. CES reported that training beneficiaries found the training well organized, efficient, dynamic, and a good value for the money. It also identified areas where the trainers need to improve their skills, such as more in-depth knowledge of certain higher-level topics and TA skills, and familiarity with and understanding of how local government operates. In addition to specific recommendations for the training organizations and NGO training in Croatia, the report includes a guide to good practices for training delivery and sustainability of training organizations. The report was distributed to all trainers and NGO beneficiaries who participated in the training program, and AED held a meeting in July 2001 to review the recommendations with the training organizations.



"Community Philanthropy in CEE"

A Viable Future

As the Program ended, the three training organizations were moving ahead as viable training providers for Croatian NGOs. They have received funding and training requests from the C. S. Mott Foundation, European Commission, Government of Norway, UzU, IRC, Care International, Heartland International, Mercy Corps, AED Central Asia through the Institute of World Affairs, and others. NIT has conducted training in Montenegro on a contract with IREX; their budgets and training offerings are growing. SMART, for example, projects a 30 percent increase in its budget from 2001 to 2002—and more than four times its first-year budget. Involving Poland's CSDF has put a much-appreciated East-East network into place; in fact, SMART brought back CSDF trainers for follow-on work. In summary, Croatia has a new but flourishing capacity to provide professional, locally relevant training to NGOs in the country and even elsewhere in the region.

LEGACY II: NGOs STRENGTHENED, PROFESSIONALIZED, AND SUCCESSFUL IN DIVERSIFYING FUNDING SOURCES

LEGACY OVERVIEW AND RESULTS

Through the Croatia NGO Development Program, 13 NGOs went through a competitive process and were awarded grants from USAID that ranged from about \$35,000 to \$96,000. Each NGO successfully leveraged its grant by identifying and obtaining non-USAID support that included cash, equipment, volunteer assistance, and other resources.

The grant program was not intended to be measured by the largest number of people or NGOs reached, but rather by the depth of support and the potential for future collaborations and benefits. However, a cumulative look at the grants indicates:

- 35 NGOs partnered in the 13 grant projects
 - 38 local governments were engaged within the projects, and three projects also involved the national government
 - 799 individuals were actively engaged in projects, with 1,977 direct beneficiaries
 - Over 300 volunteers were recruited
 - Workshops connected to the projects attracted 347 participants from 144 NGOs
 - NGOs achieved co-funding of more than \$430,000
 - NGOs drafted changes to three laws and 11 regulations
 - Three NGO Support Centers established (described more fully under Legacy III)
- In addition, 11 grantees, as well as 42 small NGOs and networks, assessed their training needs and received training through the Program to meet these needs. The grantees significantly increased their public profile and diversified their funding, and the majority of the small NGOs that received training through TEHPO have



Director of USAID, Charles Aanenson and Deputy Minister for Environmental Protection, Ivan Martinic, at opening of Eco trail, (Eko-centar Caput Insulae grant.)

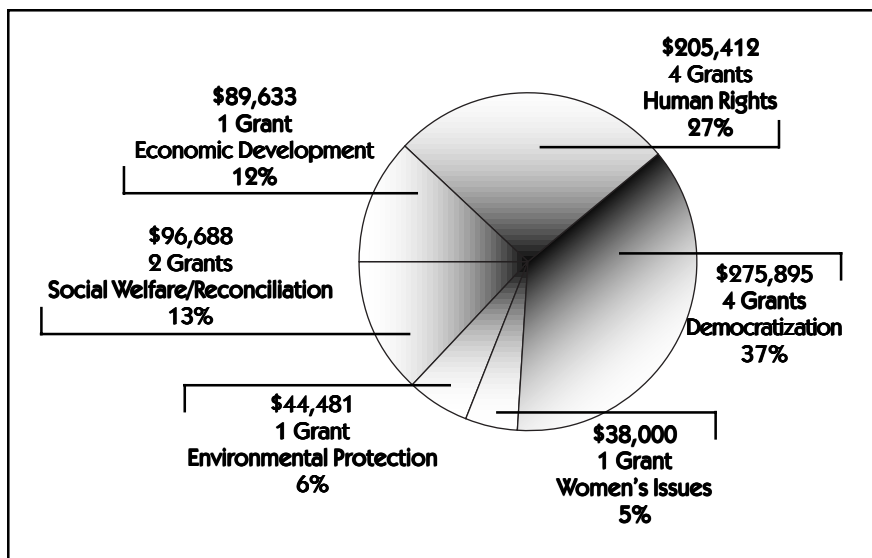
obtained government funding through UzU. An outside evaluation conducted by the Charities Evaluation Service identified more than 50 changes that occurred within the 26 NGOs interviewed as a result of the training, ranging from improved teamwork to new management systems.

Since their training ended, the graduates of AED's six month intensive ToT program have formed three new NGOs (EOS, SMART, and NIT) dedicated exclusively to training:

- On the basis of their performance, both for AED and other funders, these three NGOs have attracted funding from various sources, including Mott, The European Commission, and even the Government of Croatia.
- The number of participants in the training they have carried out now exceeds 2,500 and includes local government officials being trained in cooperation with NGOs.
- Over 70 individual NGOs have benefited from largely individual training.
- A valuable resource for the NGO sector in Croatia has been created, and institutionalized, and has found for itself a secure and sustainable future. These new NGOs are sustained now by other funders and are in demand.

NGOs STRENGTHENED

The Grants Program supported activities that would increase civic participation and NGO influence on policy development and implementation. Grants were intended to range from \$30,000 to \$150,000 for projects from six to 18 months in duration. The size of the grants, selection criteria, and amount of required reporting targeted the grants to larger and more established NGOs. This was, then, an NGO strengthening program, not an NGO creation process.



Community Consultation Toward Sustainable Development

Cres is one of Croatia's more important islands whose sustainable development, like that of other islands, was neglected for decades by a succession of centrist regimes. With the help of a grant and, more important, technical assistance from AED/ODRAZ, Eko Centar, a small environmental NGO based on the island and initially only concerned with a narrow local conservation issue, has provided the whole island of Cres with the real possibility of a future more closely geared to the needs of their communities.

Eko Centar created a community consultation to initiate formulation of a sustainable development plan through a series of meetings with various interest groups throughout the island, each with input from outside technical specialists. The Sustainable Development Plan consultation approach has been accepted by the responsible Ministry as a model for replication in other islands. The fight for financial resources has just begun, but in the meantime, the voice of a forgotten community has been heeded and has encouraged others. In the process, Eko Centar has been transformed as an organization and is less dependent on donations as a result of income from the business plans produced through training and TA.

The grants supported NGOs' advocacy activities in six areas: human rights/democratization, environmental protection, business/economic development, women's issues, NGO support centers, and social welfare/reconciliation. All funded projects involved coalitions between NGOs, as well as collaboration with the government and other sectors.

Attachment B profiles the grants awarded. In brief, NGOs accomplished the following with the grants:

Human rights/democratization

- Prijatelj, located in Zagreb, motivated and supported youth to become more involved in community development. A youth council is now working with municipal and other local authorities, and other youth have been involved in community forums, team building, and other activities. Prijatelj expanded its community building program into a second community with an extension of its grant. The two community centers in Kozari Bok and Zitnjak organized 17 community activities, that included 350 participants and 980 beneficiaries received counseling and training. Prijatelj has grown from a small, grassroots youth service organization based in one local community to expanding its work and growing in response to interest from local government.
- CERANEO developed a model for collaboration between local government and NGOs in the region of Rijeka, resulting in the creation of an NGO support center, Ri-Centar. CERANEO first canvassed all local NGOs, then helped to create an NGO task force and advisory board of community leaders. The local government pledged future financial support, increased transparency in its dealings with NGOs, and increased partnerships between officials and NGOs. The Ri-Centar now provides resources, training, and TA to local NGOs, as well as an NGO incubator program.
- MiRTa, in Split, established a model for a safe house for victims of family violence to serve as a cornerstone of a policy for victim support that a coalition of NGOs developed and recommended to the Ministry of Social Welfare. MIRTa provided assistance to 700 beneficiaries—women and children who are victims of family violence.
- Društvo Za Promicanje Inkluzije (Society for Promotion of Inclusion) refined a model of community-based rehabilitation for people with disabilities in Zagreb, Slavonski Brod, and Rijeka, and advocated for changes of attitude in care of the disabled by government institutions, caregivers, and the public at large. It has succeeded in taking 20 people with mental disabilities out of institutions and placing them in private homes. As a result of the success of this program, the Ministry of Labor

approved deinstitutionalizing an additional 40 adults with mental disabilities. Inkluzija was also successful in drafting an amendment and incorporating it into the Law on Social Welfare regarding education on mental disabilities, social welfare rights, and work opportunities for people with mental disabilities. Recently, the city of Zagreb donated an apartment for its beneficiaries.

■ Croatian Union of Associations for the Disabled began with a

single cause: the lack of enforcement of handicapped parking regulations and architectural barriers. It launched a media and public relations campaign to lead to broader regulatory and legislative improvements on behalf of people with physical disabilities. It drafted several amendments to the law on traffic safety that were adopted as well as the law on the Register of Persons with Physical Disabilities, which has completed its first review.

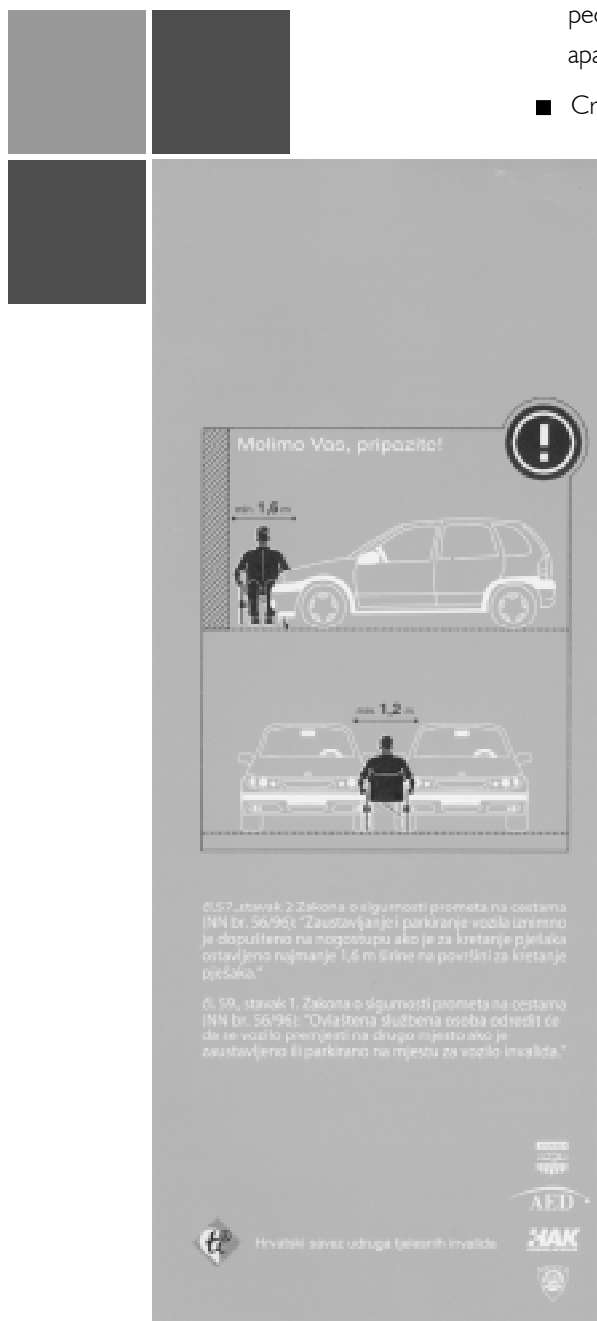
- Serbian Democratic Forum increased citizen participation and minority rights by facilitating and helping local people to establish mjesni odbor (local committees) to increase their influence in local decision making. It also assisted in establishing grassroots NGOs such as hunting associations. Consequently, eight village boards were established in western Slavonia, Banija, Kordun, and the Lika region.

Women's Issues

- B.a.B.e. worked in Zagreb and other towns to change parts of five laws to encourage women's employment and self-employment: the labor laws, employment laws, and laws on social safety. B.a.B.e. worked with the Trade Union Association, five other NGOs, and women MPs from all political parties and began a nationwide petition drive. The project established an effective model for achieving further legal changes for women. It also produced the publication, *Women and Work*, a valuable resource for women NGOs and interested individuals.

Environmental protection

- Zelena akcija expanded its Zagreb-based Green Telephone, an environmental whistle-blowing service, to seven locations throughout the country and established the Green Telephone Net. By joining forces with six other NGOs, the organization was able to put into operation a single nationwide telephone number. During the grant period, the hotline received 2,873 calls resulting in 1,400 new cases that were acted upon, 1,264



Union of Associations for the Disabled flier to raise awareness of the access needs of the handicapped. This program helped service providing NGOs move into the area of advocacy.

Advocating for Legal Reform for Women's Equity

B.a.B.e.'s grant went to position the women's NGO to advocate specifically for changes to laws that affect women's opportunities to earn a living and, more broadly, to create a model to work toward other legal changes that affect women's rights. B.a.B.e. consulted with experts to put high-quality recommendations together. It distributed its recommendations to the appropriate parliamentary committees and MPs and sat down with representatives from seven major political parties. Two of the parties' women's sections adopted B.a.B.e.'s recommendations. Finally, to build public awareness of the issue, the NGO recruited 28 NGOs and 20 volunteers to circulate a nationwide petition that highlighted women's employment needs. This experience, and the relationships B.a.B.e. forged with other NGOs and political leaders, will serve it and the causes it advocates in the future.

of which were solved in cooperation with the local environmental and community authorities. Twenty-seven trained volunteers now respond to the calls, and 20 NGOs received training in how to work with local government.

- Eko Centar Caput Insulae, on the island of Cres, engaged community leaders, professional experts, and local government in a community consultation process that resulted in the drafting of recommendations for a sustainable development plan. The City Council and mayor committed to backing the plan. In addition, a new community association was formed (Ruta), and with the help of an NGO from Dubrovnik, women are producing and selling crafts to tourists.

Social welfare/Reconciliation

- MI, located in Split, recruited citizens to volunteer in social welfare organizations and helped other NGOs use volunteers more effectively. Twenty-eight NGOs participated in volunteer management training and now work with volunteers. Of the 132 trained volunteers, 115 are actively volunteering in 25 NGOs and centers for social work. The city recognized MI's efforts by donating free office space.
- The Association for Peace and Human Rights-Baranja (APHRB), in partnership with Biopa-Osijek, worked in five villages of different ethnic groups in eastern Slavonia to improve economic livelihood and learn to work together, using organic food production as an initial focus of activity. Fifty families of different ethnic origins began to develop the organic approach and cooperation mechanism. The Ministry of Agriculture accepted the draft of a new law supporting organic farming, and local authorities from 12 villages were involved in educating and training local farmers.

Support Centers

Three grants were awarded to establish three NGO Support Centers, as described more fully under Legacy III.

- These have begun providing valuable help both to the sector and to central and local government, which are contributing financial material and moral support.
- UzU has officially adopted these Support Centers as partners, both to provide information to other NGOs and as the heart of a consultation network with NGOs. It has established a high level of cooperation between itself and its constituents. It launched and administered its own local award programs for awards for training and technical assistance to NGOs (TEHPO) in Osijek, Rijeka, and Split. While it is still at an early and vulnerable stage of development, as an emerging intermediary it forms part of the major change in the NGO landscape and constitutes new resources for development of the NGO sector.

“More than 50 changes had occurred within 26 interviewed organizations as a result of training. These changes ranged from developing management systems to improving team work or policies.”

From the Evaluation of the Croatian
NGO Development's training program.
-Libby Cooper et al
Charity Evaluation Service

With the benefit of the funding they received, 13 NGOs undertook successful advocacy activities in a variety of sectors, including women's issues legal reform, local development planning, reintegration of minorities, family welfare, labeling of agricultural produce, rights and protection of the physically and mentally disadvantaged and abused, and support of local NGOs by local government.

NGOs Professionalized

The Program helped NGOs to strengthen their professionalism through the rigors of the grant application and implementation process and through individually tailored training.

The availability of the grants was publicized widely beginning in November 1998: at a national NGO forum, in publications, and through electronic networks, direct mail, radio programs, and other means. The second Request for Application (RFA) was issued in December 1999 and was broadly publicized. NGOs were first invited to submit outlines of their proposals, and 154 did so in the first RFA; another 60 proposals were submitted for the second RFA. Those successful in this first stage were then asked to develop more detailed proposals. AED worked with 16 candidates in two RFA cycles to help them shape their proposals into results-oriented and reportable programs, since few had any experience with this kind of intensive proposal preparation. The process, although lengthy, maximized transparency and openness through publicizing the program as widely as possible, establishing clear criteria and guidelines, and notifying all applicants why or why not their applications received funding.

At a meeting held toward the end of the project, the grantees said that, although difficult, the application process benefited them by making them reflect on their strengths and needs and by writing competitive proposals. They also said that the proposals served as good guideposts for managing, reporting on, and evaluating their projects.

Once selected for project grants, the recipients were awarded an additional \$5,000 each for training and technical assistance to be used either on institutional development or some aspect of the projects for which they received the grants. Through this aspect of the grant program, the NGOs first developed training plans (for many, a first) and then contracted with the ToT trainers and other outside trainers to receive the training. About one-third of the sessions focused on facilitation of the grant projects, and the rest on aspects of institutional development.

In addition to the new content gained during the training sessions, this aspect of the grant program benefited NGOs and new trainers. At the time the first training plans were under discussion, NGOs had no procedures for

specifying their requirements to trainers, contracting for training services, or ensuring that their specifications were met before paying the training providers. The Program helped them to develop forms and procedures, which NGOs and the NGO Support Centers continue to use and are available on-line. The trainers received extremely positive evaluations from their first assignment (for Prijatelj, one of the grantees) and confirmed that the strategy of using the ToT group would be of mutual benefit. To maintain a balance between the interests of the NGOs and the emerging trainers, AED held coordination meetings.

STRENGTHENING AND PROFESSIONALIZING SMALLER NGOS

TEHPO channeled training and technical assistance to smaller NGOs and informal networks that were ineligible for the larger grants. It accomplished two objectives: to strengthen these NGOs and to give experience and support to the new training organizations created as a result of the Program's ToT.

AED received 74 applications for its TEHPO awards. Thirty-five small organizations plus six formal and informal networks were selected to receive training, with an average value of \$2,900. The training that began in June 2000 and was completed in April 2001 covered 21 topics, including the functional aspects of an NGO (e.g. strategic planning, fund raising, volunteer management), particular activity topics (e.g. civic participation, advocacy, community organizing), and information technologies. The CES training evaluation found that the most common outcome of the training was formulation and submission of grant proposals, closely followed by development of strategic plans and policies for volunteers and improved team work. (Training conducted during the final quarter of the project can be found in Attachment D.)

Engaging Youth to Solve Community Problems

Prijatelj (Friend) was a group in a community center that organized youth activities. Its grant helped it truly engage youth in community development and with local and self-government. The NGO operates in Kozari Bok, a low-income section of Zagreb. In its project, Prijatelj established, recruited, and trained a local youth council and facilitated the council and other partnerships between young people and local authorities. The Youth Council now plans its own activities and provides a voice for and leadership on behalf of Kozari Bok's 600 youths. At the same time, Prijatelj is now in demand in other localities to help create similar youth programs.

DIVERSIFYING AND LEVERAGING FUNDING

The NGO sector is young in Croatia, yet it has already learned the importance of diversifying funding sources and "using money to make money." A few examples from the grant program illustrate this point.

Overall, the 13 grantees obtained more than \$430,000 in co-funding to carry out their projects (see Attachment E). Nine of the 13 essentially met or exceeded their own co-funding budgets, several of them by more than double their projections. They obtained cash as well as in-kind assistance such as equipment, rent, utilities, and labor. Sources ranged from the local governments where they work and UzU, to other international donors and private foundations.

The grant recipients have become more knowledgeable about targeting sources of funding, and, in turn, are more attractive to funders. UzU, local governments, the C. S. Mott Foundation, the Government of Norway, and others now support their work. For example, Eko Centar found a way to raise funds through arranging school visits on the island of Cres. Mi, MiRTa, Ruta, Prijatelj, Centar za mir, and the Ri-Centar each received support from its local government in the form of office space.

CHALLENGES ENCOUNTERED

The complexity and length of time involved in preparing and awarding grants was a source of frustration, but, ultimately, it also benefited the NGOs. As described above, they became better equipped to prepare proposals within a detailed activity and results framework, and they improved their chances of receiving other grants. Once the grants were awarded, their proposals served as road maps for management and reporting of their projects.

With resources always limited, the Program faced the tension between project depth and breadth. Is it better to spread the funds around to as many NGOs as possible? Depth and sustainability of the sector were the higher priority, and that is why fewer, more significant grants were given, along with technical assistance and other support. However, TEHPO, the training program for smaller NGOs, ended up being a good way to resolve some of this tension. TEHPO provided these NGOs with needed technical assistance, while it provided the trainers with valuable experience.

Off AND RUNNING

The thirteen NGOs continue to benefit from their earlier association with the Croatia NGO Development Program. The very fact that they were chosen as grant recipients, when the highly competitive nature of the process was so well known, has increased their visibility and prestige. This, in turn, has led to additional funding and renewed vigor to accomplish their missions. TEHPO participants, too, have obtained new funding and credibility.

The next section describes the ongoing legacy of three of the grants, which went to create NGO Support Centers.

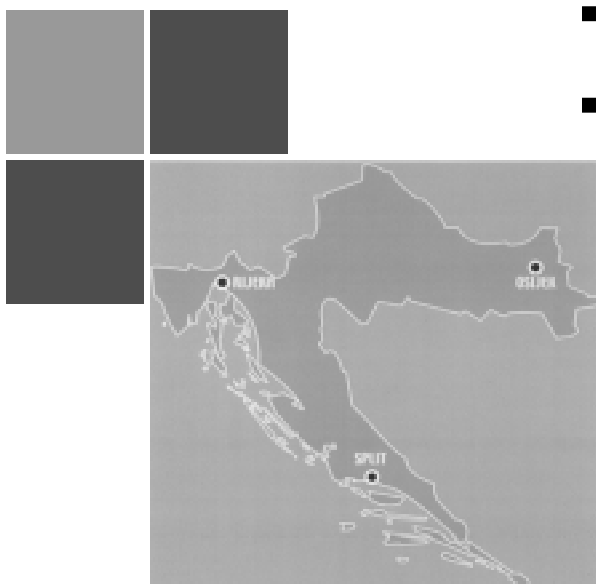
LEGACY III: NATIONAL NGO SUPPORT NETWORK ESTABLISHED

LEGACY OVERVIEW AND RESULTS

The Croatia NGO Development Program established three NGO support centers—at the Center for Peace in Osijek, Ri-Centar in Rijeka, and Mi in Split—that now provide support to NGOs in three critical regions of the country. In addition, the Program's local staff established ODRAZ, which focuses on strengthening partnerships in local communities, particularly in rural areas, and has established a strong Web presence offering resources in Croatian and English.

Taken together, these four organizations now make training, networking, and other assistance available to NGOs in Croatia. They have accomplished the following:

- Established training, resources, and networking opportunities for NGOs working in all sectors
- Served 74 NGOs outside the capital
- Obtained funding from diverse sources, including the C. S. Mott Foundation, UNHCR, and the Norwegian embassy
- Created transparent governing and management systems, that can serve as models to NGOs they serve
- Five new publications were created—two by MI on volunteerism and three by ODRAZ:
 1. *Manual for NGOs – Cookbook for Associations*, December 1999. The first comprehensive book in the Croatian language that includes chapters on managing organizations, writing proposals, preparing budgets, etc.
 2. *Community Philanthropy in Central Eastern Europe (CEE) – Practical Guide for Meeting Local Challenges*, June 2001. A translation of a publication printed by the C. S. Mott Foundation written for people who are interested in learning about community



Location of 3 NGO Support Centers.

philanthropy organization and the role they can play in strengthening communities in the CEE.

3. Manual on Public Participation, July 2001. A new edition will be published in November 2001, that includes chapters on citizens' participation in developing community programs, exercises, and deliberation methods

SUPPORT TO NGOS AROUND THE COUNTRY

A study cited by an external evaluation of the Croatia NGO Development Program notes that resource or Support Centers can be an effective strategy for accelerating the development of the NGO sector in Central and Eastern Europe.¹ Like the Program itself, these centers have as their mission the strengthening of all NGOs so that they can do more effectively what they need to further their specific causes. Potential benefits

include:

- Improved information sharing and networking among NGOs;
- Better management of NGOs;
- Increased accountability, transparency, and self-regulation of the NGO sector;
- Favorable legal and fiscal framework;
- Effective working relationships between NGOs and the government and business sectors; and
- Public knowledge of, trust in, and contribution to NGOs.

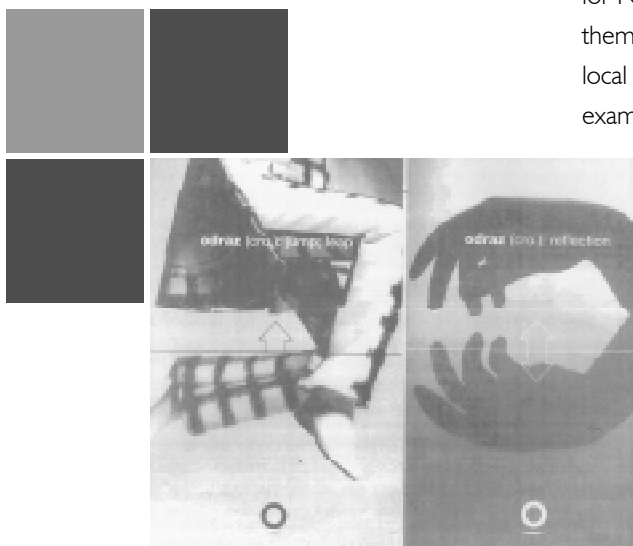
Through the Grant Program, the Program funded creation of the three Support Centers, selected from more than 20 applicants. Two are run as part of existing NGOs (the Center for Peace in Osijek and Mi in Split), while the Ri-Center emerged as a separate NGO but grew from the CERANEO grant project. The Support Centers first received grants to implement local training



The strategic planning page from the first Croatian NGO Manual. Our program helped grantees think strategically about their future.

programs along the lines of TEHPO. 74 NGOs received training as a result, and in the process, all three centers got their first practical experience in making awards and administering training. They have adapted quality control and other procedures that the Program established at the national level.

¹ *The Impact of NGO Resource Centres in Central & Eastern Europe*, CES, 1996.



ODRAZ is composed of former AED staff, and its mission is promoting community development.

While the centers are still at an early and vulnerable stage of development, they are emerging as effective intermediaries and resources for NGOs. UzU officially adopted them as partners, both to provide information to other NGOs and also as the heart of a consultation network for NGOs. They have established a high level of cooperation among themselves and with their constituents. Each operates differently, based on local circumstances, but they frequently share information and expertise. For example, the Support Center in Osijek organized Volunteer Days in Osijek for the first time. It drew on MI's experience, it has carried out this event successfully in Split for the past two years. It also worked with UzU and the Ministry for Justice to prepare public presentations and debate regarding the drafting of new legislation on associations.

THE PROGRAM ENDS, THE WORK GOES ON: ODRAZ

As a lasting legacy and one of the significant results of the Program's exit strategy, it was envisioned to leave behind a legally registered, democratically governed, indigenous and sustainable local organization staffed by ex-AED employees, capable of fostering local partnerships on a national scale, and funded by at least two funders. This has happened.

The expertise that the local Program staff developed throughout the life of the Project remains available to their Croatian colleagues. The staff created an NGO called ODRAZ to continue to support the NGO sector. ODRAZ is the Croatian abbreviation for Sustaining Community Development, and the word also has two meanings in Croatian: a jump or leap, or reflection. These terms describe well the vision of the organization.

ODRAZ became legally registered in July 2000 and was responsible for implementation of the Program in its final months. Its first subcontract with AED required it to perform the tasks it would have performed if the staff were part of AED. As the Program ended, ODRAZ began seeking new projects and raising funds. It developed a mission statement and business plan to "encourage the development of sustainable local community projects that link NGOs with different sectors and provide supporting information and expertise to community partners."

In addition, ODRAZ built up a resource library catalogued with a searchable database and developed a Web site (www.hinet.hr/odraz or www.odraz.hr) with excellent resources in Croatian and English for donors and NGOs. Materials on the site include the NGO handbook described earlier, the Register of Trainers, the quality control procedures—all described earlier in this report—and a newsletter. For example, a recent issue featured articles about volunteerism.

“The program has set the stage for the development of a training culture in the third sector in Croatia, even though it has not been easy to stimulate the interest of small organizations, since they are not convinced that training is what they need.”

From the Evaluation of Croatian NGO Development's training program
-Libby Cooper et al
Charity Evaluation Service

ODRAZ undertook discussions with the Open Society Institute (OSI) and UzU that led to two first-stage funding agreements. For OSI, ODRAZ is facilitating the development of an initiative in Starigrad (Hvar) for establishment of CIMA (Center for Youth Initiatives). ODRAZ assisted in design and successful implementation of CIMA's first project, “Internet club,” that has ensured sustainability of the organization and opened up possibilities for cultural, sport, and social activities. Impressed by CIMA's results, a group of youth from a neighboring village, Jelsa, has decided to establish its own organization (CIMA Jelsa) and asked ODRAZ for assistance and cooperation.

For UzU, ODRAZ is conducting a needs assessment of national ministries to see what role NGOs can play in their work. ODRAZ has signed the contract with UNDP and will sign with the Earth Council to analyze Croatian accomplishments regarding sustainable development, within the Rio + 10 process. In addition, an agreement was made with the Ministry of Environmental Protection to help improve its system for awarding annual environmental awards. The Ministry for Development and Reconstruction, Development of Islands, has approached ODRAZ regarding planning activities on the island of Hvar and developing a model for community development.

CHALLENGES ENCOUNTERED

Support networks face a significant challenge in establishing their credibility and creating a demand for their services. The three support centers got off to a good start by taking over the TEHPO training. In addition, they are associated with well-known NGOs, which leads to greater initial recognition. Similarly, ODRAZ began life as a somewhat known entity and have had to confront such issues as whether to use their own trainers or go out into the open market, and how to help NGOs recognize and act on their training needs.

THE NETWORK THRIVES

As the Program comes to a close, the support network is poised to carry out ongoing assistance to the sector. It is attracting funding and interest from the NGOs and local government in its areas. One center has established an NGO incubator offering office space where NGOs can use a computer; another provides a drop-in center that gives legal, financial, and project design advice as well as free photocopying. There is also some discussion about NIT setting up an additional support center in Zagreb to serve NGOs in the capital region.

LEGACY IV: COLLABORATION STRENGTHENED AMONG GOVERNMENT, NGOs, AND DONORS

LEGACY OVERVIEW AND RESULTS

The Croatia NGO Development Program helped donors to recognize what each was doing to support the NGO sector in the country and highlighted areas where targeted funding could have a big impact. The Program took on this role particularly after the 2000 elections, when it became clear that the government was interested in encouraging a more active role for NGOs. Thus, the Program supported UzU at a crucial stage in its development through technical assistance, including help with long-term planning and hiring an administrative staff person to fill a short-term vacancy.

The project was well-received in the media. Lidija Pavic, the program's Deputy Director, was frequently interviewed by journalists.

As a result of the Program's central role among the government, donors, and NGOs:

- The first-ever Civil Society Donors coordination meeting was held, bringing together donors specifically to discuss development of NGOs. Follow-up meetings to exchange information continued among the donors.
- A database of donor-funded NGO projects was developed, updated, and made available on the ODRAZ Web site at <http://www.odraz.hr>.
- One-on-one meetings with donors had a cascading effect: the UK's Department for International Development (DFID) funded a study trip for UzU staff; UzU later funded training for Support Centers and local government officials.
- UzU now has a strategic plan, prepared with the assistance of a consultant with both nonprofit and government experience provided by the Program.



The project was well-received in the media. Lidija Pavić, the program's Deputy Director, was frequently interviewed by journalists.

DONORS: INTERNATIONAL, PUBLIC, PRIVATE

The Program planned to conduct a needs assessment among donors and build its program around the findings. However, USAID subsequently requested a database on donor funding instead. The initial database, completed in March 1999, compiled information on more than 200 projects by sector.

After the 2000 elections, AED consulted with the Open Society Institute, UzU, and the C. S. Mott Foundation about convening a Civil Society Donors Forum. The first Donors Coordination meeting was held on July 25, 2000; a second meeting took place on September 27, 2000; and subsequent sessions were held regularly until the final months of the Program. The meetings provided an opportunity for donors to share information and update the database. An outside evaluation indicated that donors appreciated the sessions, although the hope by some that the meetings would go beyond information exchange to joint action did not materialize.

However, a series of bilateral meetings with donors did produce more valuable dividends of benefit to NGOs in Croatia:

- Sponsorship by DFID of a study trip for UzU to the United Kingdom.
- World Learning study trips to the U.S. and transitional countries such as Hungary, Poland, and the Czech Republic.
- Funding by the C. S. Mott Foundation for SMART, EOS, and RI Centar.
- UzU funding of Support Center activities.
- Development of a strong relationship between the Program and UzU that, in turn, set the stage for further technical assistance to strengthen the office.

The Program also looked at Rijeka, an area known as being positively inclined toward nonprofit organizations, to see the extent and potential of local support, particularly from the private sector. The report on support to the third sector from the town of Rijeka, Primorsko-goranska County, and Rijeka businesses found that businesses support NGOs on an ad hoc basis, but that interest is high. With the right mechanisms to solicit and recognize donations, private-sector contributions seem likely to increase. The study also noted that the local government and chamber of commerce could play a more active role, for example, in lobbying for tax deductions for private-sector support of nonprofits.

A GOVERNMENT ADVOCATE for NGOs: UzU

UzU has played a key role in lobbying for public recognition of the sector, sensible partnerships with government, and a more positive legal and fiscal framework. But the office was understaffed and overstretched. The Program coordinated with UzU and with DFID, which was known to be considering a proposal to provide significant support for the office. The Program funded a consultant to help UzU develop a strategic plan and develop recommendations to devolve state grant making to ministries at the national level and to local government. DFID has since committed to supporting the UzU office at about \$400,000 over three years.

CHALLENGES ENCOUNTERED

As noted above, although the information-exchange aspects of the donor meetings filled a need, the more active cooperation hoped for by some did not materialize. This was in part because the meetings attracted many participants, representatives who either could not speak for their organizations or whose organization was not active in NGO development per se. Here, then, is a tension between wanting to be as inclusive as possible and opting for a smaller group that can take more action. There is no one right response to this—perhaps this larger collection of interests is what Croatia needed at this time in its development.

FURTHER RELATIONSHIPS

UzU, in particular, is in an excellent position to play a central role in NGO support in the future. The new USAID-funded project for Croatian NGOs will be able to work with this government organization in many different ways, from supporting small NGOs to advocating for a strong sector with national and local authorities. Further, as this report was being written, donors were expressing interest in supporting the sector for the first time or in increasing their support. All in all, the future looks bright for donor and government recognition of what NGOs can bring to a democratic Croatia.

LESSONS LEARNED

TRAINING

As evidenced by feedback from the program, the use of training vouchers enabled the beneficiaries to shape the program's content, enabling the participants to co-design the trainings. This insured greater commitment on the part of the trainees and increased the accountability of those providing the training.

Use of East European trainers, directly familiar with issues specific to NGOs in transitional economies, increased the effectiveness and relevance of the training program.

Use of trainers with different backgrounds, skills and attitudes, for example, business trainers, enrich the training program even more (trainers from ToT program organized by the Ministry of Small and Medium Size Enterprises, Croatia, trainers from Bavarian bilateral program, ToT for Extension Service of Croatia organized by Dutch Government, etc.)

NGO training programs are more beneficial when they include resources to allow follow-up technical support to NGOs after delivery of training courses to help NGOs implement their learning and thus increase their effectiveness.

Individualized TA based on institutional assessment and a training needs analysis is more effective than general training. But before training plans are agreed upon, detailed institutional assessment should be conducted to insure that the training is a part of a larger, and coherent plan. Training is more effective when it focuses on specific project activities, delivering verifiable changes in practice or procedure wherever possible, rather than on abstract management topics.



B.a.B.e.'s poster proclaims: "Be Active. Be Emancipated."

GRANTS

Major grants should be longer than one year, because having an impact on and effecting changes in the community/society requires more time. Most of the grantees needed more than one year to accomplish their goals.

Renewable grants are more flexible and provide an effective incentive to grantees.

Streamlining the approval process for all stages enables grants to start as early as possible.

Approval of template grant agreements in Budapest, in conjunction with project development, saves time and resources.

In the case of a two-stage procedure for grants, the first-step application should be less demanding. All rigorous requirements should be confined to the second stage.

Final applications should be processed when each is ready, and the level of involvement with each applicant organization should reflect its individual level of development.

Some pain brings gain. The highly involved approach AED adopted with grantees was felt at first to be difficult and an imposition. It was later recognized, however, as having brought about this development of professionalism in the NGOs that identified the learning experience as being of high quality. It should be repeated for any major grant program. The significant results for the grantees included learning about their organization, their weaknesses, strengths, needs, and acquiring certain specific skills (writing, reporting, marketing, working with volunteers, partnerships, etc.).

Providing training funds in addition to project funds requested is an effective method for insuring results and building capacity.

NEXT STEPS

With war and upheaval hopefully part of Croatia's past, the beginning steps accomplished by the Croatia NGO Development Program and described in this report can become an established part of the country's civil society fabric.

A new era is beginning now in Croatia in which NGOs are operating in perhaps less harrowing, but still challenging times of maintaining and strengthening democracy and a free-market economy. Previously, outside donor support tended to shape the agenda of Croatia's NGOs. Now, the sector is getting more of its support from the government and needs to continue to diversify its funding sources and set its own agendas.

Recommendations to strengthen NGOs in Croatia in the years ahead, include the following:

- Seek more support from the corporate sector. To do so, NGOs need to show they can produce results and demonstrate accountability and professionalism.
- Improve public recognition of NGO contributions to society. The public image of many NGOs is still spotty because of the public's lack of awareness about what NGOs do. These include institutions that have an important role to play in modern Croatia.
- Sustain strong anchor organizations that can assist the sector and serve as models of effective governance, financial strength, and volunteer support.
- Obtain financial support from local government that matches the support provided at the national level in quality and transparency.
- Assist in strengthening the the national Office for Cooperation with NGOs (UzU) in becoming a transparent funder of NGO activities and a proponent of NGO interests within the government.

To move toward more concerted collaboration by the donor community in support of the NGO sector, a Donors Forum might be considered in the future. If it is, future implementers should consider attendance by invitation only, based on the work of each potential donor invitee with NGOs, even if this means a smaller group. It should only be attempted if there is a clear and agreed-upon strategy supported with logical activities to deliver results, based on assessment of real needs. The forum should have some funds at its discretion so that the meetings are not the property of any specific donor. A small coordinating committee of the more active participants, composed largely of Croatians, should take the lead and then continue activities beyond the end of the program.

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TTACHMENT A: ToT CURRICULUM

FIRST TRAINING Block (JANUARY 18 - FEBRUARY 5, 1999)

A) How to fundraise effectively:

- Fund-raising basics
- Grant proposal writing
- Budgeting
- Financial reporting
- Developing fundraising strategy

B) Managing projects:

- Project planning
- Project monitoring and evaluation

C) Training methodology:

- Principles of adult education (how we learn, levels of learning, learning needs)
- Basic communications theory
- Needs assessment
- How to design a learning program (achievement-based objectives, planning the teaching period, flexible model of lesson construction)

SECOND TRAINING Block (MARCH 1 – MARCH 20, 1999)

A) How to cooperate with different partners:

- Coalition building
- Running advocacy
- Cooperation with business and local government
- PR/communication techniques
- Cooperation with media

B) Training methodology:

- Training methods and techniques
- Passive (lecture, presentation)
- Active (role plays, simulations, case studies, small-group techniques, creative thinking)
- Ice-breakers and warm-ups, relaxation games

In the two recess periods, ToT participants worked on the three specific projects:

- Action Research (to map out training needs of the Croatian third sector)
- Translating (and adapting) training materials
- Developing their own practical training skills (through providing live training).

Third Training Block (April 19 – May 7, 1999)**A) Managing people:**

- Team building
- Leadership
- Conflict management
- Teamwork
- Facilitation

B) Training methodology:

- Group dynamics
- Elements of psychology for trainers (resistance, conflict, difficult behaviors, group diversity, group building)
- Process facilitation

C) Civic education:

This new component was added to the original plan, because we wanted trainees to be better prepared for citizens participation activities (i.e., election campaign, voters education).

Fourth Training Block (May 31 – June 18, 1999)**A) NGO Management:**

- Planning
- Problem solving/decision making
- Working with volunteers
- Running membership-based organization

- Monitoring and evaluation

B) Training methodology:

- Training methods and techniques
- Organization of the training, audiovisuals, how to develop training materials
- Evaluation

In the two recess periods, ToT participants worked on the five specific projects:

- Developing their own practical training skills (through providing live training)
- Translating (and adapting) training materials
- Providing TA services for OTI grantees
- Preparations for registering training organizations
- Selection for the trip to U.S.A.

To build their own practical experience, trainees provided training to NGOs in different regions in Croatia.

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TTACHMENT B: List of GRANTEES

The following is a list of grantees with brief descriptions of their scope of work and the value of each grant received.

MI

Hrvojeva 12/1 21000 Split
Tel: 385-1-21-342-582/Fax: 385-1-21-355-840
Tanja Radocaj

Promoted the idea of volunteerism among local citizens in Split to encourage active citizen participation and sustainable NGOs. Volunteers were recruited and trained through distribution of leaflets and posters, and through local media outlets. One hundred fifteen volunteers were recruited and 17 NGOs participated in the training. Cooperation was established with four other towns and with the Volunteer Center in Zagreb. Mi continues to work with the local government to allocate more funds to NGO projects: \$96,600.

Prijatelj

Rim 33, 10000 Zagreb
Tel/Fax: 385-1-2346-284
Tomislav Margeritner

The project focused on impoverished minority youth to encourage them to become more active in local community life. A Youth Council consisting of 70 members was established and met to devise action plans and elect representatives. These representatives went on to contact local authorities to address previously identified community issues. Regular contact was established with a local elementary school, the Social Welfare Center, and the Cultural Center and municipal library. These interactions allowed Prijatelj to identify children's special needs and offer creative activities at the Youth Center. As a result, the community center is now open daily, and this model has been replicated in other areas of the municipality: \$53,094.

B.A.B.E.

Prilaz Gjure Dezelica 26/I

Tel: 385-1-4846-180/Fax: 385-1-4846-176

Martina Belic

Identified legislation that impeded women's access to employment and self-employment. B.a.B.e. collaborated with women's NGOs, women members of eight political parties, and economists to draft labor law revisions. Volunteers were recruited to implement a nation-wide petition, signed by approximately 10,000 people. The group also published a report regarding the status of women in the workplace in Croatia. Amendments to the Law on Social Security, Law on Employment, and the Gender Equality Act were drafted and distributed to relevant governmental bodies and parliamentarians. All are currently under review: \$38,000.

ZELENA AKCIJA

Oazljaska 93 10000 Zagreb

Tel: 385-1-3631-389/Fax: 385-1-3631-362

Toni Vidan

Assisted other NGOs throughout Croatia to set up their own versions of the "Green Telephone" network, a whistle-blowing hotline that allows callers to report on environmental issues. A single, nation-wide telephone number was used and supported by five NGOs. Local media campaigns highlighted the network's activities and the need to increase awareness of environmental issues. Volunteers were recruited and trained in topics about existing laws and cooperating with local governments. Approximately 1,400 calls have been received: \$44,480.

EKO CENTAR CAPUT INSULAE

Ede Jardasa 35 51000 Rijeka

Tel/Fax: 385-1-51-621-877

Goran Susic

Created a sustainable development plan for the Island of Cres. An eco-tourism model included publication of a guidebook describing medicinal uses of local plants; the opening of a volunteer center; "eco-school" educational programs approved by the Ministry of Education; and the marketing of traditional crafts by local women. Community leaders, environmental experts, and local authorities met to formulate a viable development plan for the island. As a result, local governments from five neighboring regions have expressed interest in the model: \$89,633.

BARANJA

Sandora Petefi 78 31327 Bilje

Tel: 385-1-31-822-608/Fax: 385-1-31-822-108

Gordana Stojanovic

Five multi-ethnic communities developed an organic food production system. Workshops were held on topics related to tolerance, effective communication, and organic food production. Fifty families were then recruited to participate in production, and an outlet was established in the Osijek marketplace. One of the participants helped to draft a new law on organic agriculture, which would allow farmers to obtain certificates and distribute goods to market: \$51,798.

MiRTa

21 000 Split

Kraj sv. Marija I

Tel/Fax: 385-1-2136-0076

Vesna Matijas Rakonjac

MiRTa worked with other NGOs from Zagreb to increase public knowledge about domestic violence through press conferences, interviews, lectures and distribution of brochures. NGOs and government representatives met at four roundtables throughout Croatia to discuss how to better protect victims of domestic violence. Direct work with victims provided legal and psychological services. A model safe house is being constructed, with space and salaries donated by the Municipal Authority: \$44,951.

CROATIAN UNION of ASSOCIATIONS for the DISABLED

Sostariceva 8, 10000 Zagreb

381-1-4812-004

Mirjana Dobranovic

Conducted a public awareness campaign on architectural barriers affecting the disabled. Ten television and nine radio programs were produced. A "Parking-Traffic" campaign was also conducted to highlight dangers to the disabled posed by poor access to appropriate parking spaces, and the lax enforcement of parking regulations. The Ministry of Interior Affairs and the President of the Croatian Auto Club (CAC) participated in the campaign by promoting the International Day of the Disabled and printing information about disabled drivers in CAC's manual for new drivers. A revision of the Law on Traffic Safety, which proposed a more simple process of obtaining handicapped signs, is under review: \$42,877.

SERBIAN DEMOCRATIC FORUM

Berislaviceva 10/11 10000 Zagreb

Tel/Fax: 385-1-4872-483

Veljko Dzakula

Citizens' participation in local-level decision-making processes was increased through a series of meetings held with local authorities, NGOs, and other stakeholders, as well as workshops on small-business development. Three agricultural associations were organized, with accompanying workshops held to educate participants about agricultural associations. The process of registering these associations with the local government was initiated: \$62,633.

CENTER FOR PEACE, Osijek

Gunduliceva 34, 31000 Osijek

Tel: 385-1-31-206-886/Fax: 385-1-31-206-889

Branka Kaselj

An NGO Support Center was established and an Advisory Board created. A grants program entitled "Technical Help for NGOs," was conducted. Twenty-two NGOs applied for and received training. The Center created a working relationship with local authorities; the representative of the City of Osijek is a member of the Center's Advisory Board. The Center's web page lists a database of approximately 160 NGOs. A proposal for continuing the Center's work was submitted and approved by the Government Office for NGOs, providing the Center with six months of funding: \$78,799.

RI CENTAR

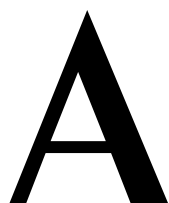
Blaza Polica 2/4

HR-51 0000 Rijeka

Tel: 385-51-324-760

Sandra Kolonic Bisticic

Developed a regional NGO Support Center to assist organizations at the local level. Center's staff were trained in NGO management, advocacy, and lobbying. Relations with local media outlets and other regional Support Centers were established. In cooperation with the Government Office for NGOs and the Ministry of Justice, the Center organized a public debate to solicit comments on the draft NGO law. The Center provided services to local NGOs, including NGO management and legal counseling. Relations with the local government in Rijeka were improved when the city appointed an NGO coordinator, who offered the Center office space at a discount price. Recommendations were made to make the city's grant-making procedures more transparent: \$28,700.



ATTACHMENT C: List of ToT

SELECTED ToT TRAINEES ARE:

1. Mr. Alan Vojvodic, 27, journalist from Zagreb. Currently works part-time at Croatian Airlines as a public relations officer. He has NGO experience working in Studentski List, as a journalist and editorial member.
2. Ms. Marija Raos, 42, from Zagreb. She is a professional office manager and programmer and currently works in CERANEO as a database manager.
3. Ms. Andreja Tonc, 24, from Zagreb. She is a social worker by profession. She volunteers with the Society for Psychological Assistance on the "Strengthening of Students' Capacity to Meet Their Own Needs" project.
4. Ms. Renata Jagustovic, 27, from Zagreb. She studied economics at Richmond Community College in London and is working as a cultural orientation trainer in ECMC in Zagreb.
5. Ms. Borjanka Metikos, 37, from Bilje. She is a teacher by profession and is working for the Association for Peace and Human Rights in Bilje. Since 1995, she has been involved with NGOS, including the 484 Group, Belgrade, and Center for Peace, Vukovar.
6. Ms. Gordana Forcic, 32, from Zagreb. She is a social worker by profession and works at Suncokret as a regional director for the Zagreb region. She is one of the founders of Suncokret.
7. Mr. Gordan Bodog, 36, from Zagreb. He has a degree in philosophy and history from the University of Zagreb. He is a member of the coordinating team in the Antiwar Campaign Project "Step into Tomorrow."

8. Ms. Danijela Babic, 30, from Zagreb. She has a bachelor's degree in education and works as a coordinator of media and educational projects in CESI (Center for Education and Counseling of Women). Her previous job was in The Center for Women War Victims where she was an activist and council member.
9. Mr. Nenad Vakanjac, 29, from Novi Marof, near Varazdin. He has a degree in business administration from Andrews University in the U.S. works for Wustenrot Stambena Stednja d.d. (housing savings company) as a consultant. He worked as a fundraising-manager for seven months in REACH, U.K., a national resource center for children with reading difficulties.
10. Ms. Kornelija Mrnjajus, 23, from Rijeka. She graduated from the University of Rijeka in December 1998 with a degree in education. Her bachelor's thesis focused on the role of NGOs in civil society.
11. Ms. Zvijezdana Schulz, 29, has worked on the Delphi International/STAR project as the Croatia country coordinator. She has also been involved with B.a.B.e.
12. Ms. Nikolina Jurjevic, 23, from Dubrovnik. She has a B.Sc. from the School of Tourism and Foreign Trade in Dubrovnik. She works as a freelance journalist and is a member of the NGO, Desa, in Dubrovnik.
13. Ms. Sladana Bojanic, 26, from Zagreb. She has a B.Sc. and master's in marine biology. She worked as an Environmental Protection Officer in the Environmental Agency in London before returning to Zagreb.
14. Mr. Roman Danko, 34, from Zagreb. He is the director of a local NGO "ECO KLUB". He has also been a member of Suncokret and has worked with IRC.
15. Mr. Milan Ristic, 49, a special needs teacher from Zagreb. Now working for the International Committee of the Red Cross in the Information Technology Department, he has been affiliated with the Association of the Deaf and Hard of Hearing people in Croatia.

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TTACHMENT D: FINAL QUARTER TRAINING

The following is a list of training sessions delivered through the final quarter.

Training for SDF members and other young members of the community.

PART 1:

May 25 and 26, 2001

Topusko

Trainers: Croateh (Croatian business training organization)

Topic: How to start small business; obstacles and possibilities

PART 2:

June 7 and 8, 2001

Topusko

Trainers: Croateh

Topic: Developing business plans.

TRAINING FOR LIBRARIES IN LIÈKO-SENJSKA COUNTY

May 8, 2001

Gospiaè

Trainer: Marija Raos

Topics: Developing ideas into projects; community centers' role in libraries

TRAINING FOR GREEN TELEPHONE NETWORK

May 11-13, 2001

Opatija

Trainers: Martina Beliaè and Danijela Babià

Topics: Definitions of a network, information exchange, priority actions, new member acceptance, rights and obligations in the network, management

TRAINING FOR AIESEC CROATIA**May 15 and 16, 2001****Zagreb**

Trainers: Nevenka Trboviæ, Slađana Novota and Gordana Forèiæ

Topics: Changes in legal framework, working with volunteers

TRAINING WORKSHOP ON CIVIL SOCIETY AND ROLE OF NGOS**JUNE 9 AND 10, 2001****ZAGREB**

Trainers: Mladen Majetiæ and Danijela Babiæ

Topics: Roles of NGOs in civil society, value of civil initiatives, social capital, intersectoral relationships, project planning, and introduction to fundraising

TRAINING WORKSHOP ON CORPORATE RESPONSIBILITY**June 14, 2001****Osijek**

Trainers: Marija Raos and Nikolina Jurjeviæ

Topics: Intersectoral cooperation, positioning in the society, social capital and how to build relationship between business sector and NGOs (The host was Support Center Osijek; the implementer was NIT)

INTRODUCTION TO MONITORING AND EVALUATION**April 28, 2001****Zagreb**

Trainer: Libby Cooper, Charities Evaluation Services

Participants: Extended group of trainers who participated in the NGO Development training program

MANAGEMENT FOR TRAINING ORGANIZATIONS**April 29, 2001****Zagreb**

Trainer: Libby Cooper,

Participants: Leading people from EOS, Smart, and NIT

In conjunction with the training session during the last quarter, ODRAZ developed and published two important resource publications for the NGO sector in Croatian. These were launched at a reception attended by NGOs, donors and others on July 19. Three hundred copies were mailed to individual organizations throughout Croatia via the Support Centers.

- *Filantropia u Zajednicama Srednije I Istočne Europe* (Community Philanthropy in Central & Eastern Europe). This 38-page booklet, based on the recent publication by C.S. Mott Foundation, is the first publication in Croatian that lists basic concepts and terms, case studies from other transitional countries, and names of other NGOs involved in the movement.
- *Putokaz za Djelotvoran Rad Lokalne Uprave* (Signpost for Participation with Local Government). This Croatian guide, based on an extensive review of foreign and Croatian texts, contains new material developed by ODRAZ detailing Croatia's specific cultural context and the structure of local governments. Also contains a bibliography.

Attachment E: Cofunding Chart
COFUNDING OF USAID NGO DEVELOPMENT GRANT PROJECTS

Grantee	Grant Budget	Cofunding in Dollars	Cofunding as Percentage of Grant	Cash	In Kind	Cofunding from US& Other Government Service
EKO center Caput	\$89,674	\$104,049	116.0%	\$80,194	\$11,040	\$12,816
Zelena akcija	44,480	13,295	29.9%	6,473	1,125	5,697
Ceraneo/Ri Centar/Ri-center	90,433	14,261	15.8%	9,410	2,343	2,508
Ri Centar-Equipment Grant	1,950	47	2.4%	47	0	0
BaBe	38,000	17,744	46.7%	9,376	3,165	5,202
MI	96,600	65,454	67.8%	6,329	41,410	17,715
Prijatelj	53,094	22,016	41.5%	12,266	4,050	5,700
Baranja/Biopa	51,815	59,526	114.9%	42,759	2,680	14,087
MiRTa	45,000	26,900	59.8%	14,749	6,717	5,434
Inkluzija	54,950	64,612	117.6%	29,121	4,193	31,298
HSUTI	42,877	10,350	24.1%	3,750	3,750	2,850
SDF	63,400	18,456	29.1%	0	5,313	13,143
Centar za mir	79,435	17,968	22.6%	10,633	3,649	3,686
Total US\$:	\$751,708	\$434,678	57.8%	\$225,107	\$89,435	\$120,136

Other funding sources included the Cities of Cres, Zagreb, Rijeka, Split, The Urban Institute, UNHCR, Uzu, RI Centar, OSI

